

Operational Effectiveness

Delivers quality outcomes to meet objectives

Works in partnership to support the delivery of relevant objectives. Ensures a high-quality service, balancing the needs of customers and stakeholders. Manages a range of tasks, delivering to time and quality, and monitoring the performance of others where relevant. Adapts and responds to shifting priorities. Deals with challenges and generates solutions. Reviews working practices and acts to improve service delivery.

Manages work through informed and reliable judgement

Implements plans and considers contingencies. Gathers and evaluates information to inform decision-making, and minimise risk where practicable. Provides guidance and support, seeking it where appropriate. Takes responsibility to promote improvement by identifying, sharing and applying lessons learnt.

Organisational Influence

Provides strong leadership

Provides visible, approachable leadership and leads by example. Values and motivates colleagues, dealing with their concerns in a consultative way. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes account of how own behaviour affects others.

Ensures professional standards are upheld and that senior decisions are acted upon. Manages performance and staff issues appropriately and fairly where relevant. Shows initiative, personal resilience and motivation to deliver a quality service, demonstrating ownership over area of responsibility. Upholds legislation, regulations and policy, acting with integrity, and challenging those who do not.

MANAGER PERFORMANCE FRAMEWORK

Develops effective communications and working relationships

Builds effective relationships with customers, colleagues and stakeholders.

Communicates effectively and inclusively with customers, senior managers and team members. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing information. Works collaboratively across and outside of the organisation where practicable, upholding organisational reputation.

Resource Management

Manages the right resources to enable effective working

Plans and prioritises work, aligning resources to achieve local objectives. Distributes work fairly according to capacity, knowledge and skills where relevant. Uses the organisation's resources ethically and appropriately, ensuring others do the same.

Ensures efficient working

Ensures and encourages efficient working. Makes sound workload and deployment judgements to maximise efficiency appropriately. Reviews working practices and strives to improve efficiency